

New energy & direction for Northwest Minority Supplier Development Council

Visibility, inclusion, accountability. That's the mantra of the new Executive Director and COO of the Northwest Minority Supplier Development Council. Just six months in the position, Louis Cooper, Jr., is at once a broker — matching small, minority vendors with large companies and public sector agencies — and a cheerleader for the potential of these partnerships.

Louis Cooper brings a wealth of experience to the Northwest Minority Supplier Development Council. For six years, he was Business Development Manager and M/WBE Liaison for the state's General Administration Office, and in that capacity, sat on the Council's board. With the passage of I-200 and the need for more aggressive outreach in supporting minority suppliers, Cooper jumped at the opportunity last June to assume the challenges of running the Council, building on his strong abilities to bring people together and coordinate issues.



Louis Cooper, Jr., helps match minority vendors such as Shannon King of Solutions³ with large companies and public sector agencies.

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One of Cooper's first moves was to help consolidate the Advisory Board and the Board of Directors. The resulting Board is a powerful and influential group of Northwest businesses and MBEs, including Bank of America, Microsoft, Intel, Nordstrom, Boeing, Nike, Equilon, Eddie Bauer, Starbucks, Bon Marche, US Bank, Washington Mutual, Seattle Mariners and Publicis. "These companies have stepped forward," Cooper says, "because they want to enhance their diversity programs." Cooper added, "We also have opened the doors for more MBE inclusion on the board of directors than ever before."

King County has recently become an active member of the Council. Cooper hopes to work with the County's Business Development and

Contract Compliance Division to expand training and educational opportunities for DBEs. "We're looking at ways we can support King County as well as provide measurable returns to the Council," Cooper says. "I will be working with (Division Manager) Phyllis Alleyne and (Assistant Manager) Sandy Hanks, along with others such as Rita Lee and Esther Alley, to find ways we can integrate the BOOST program in our agenda."

Visibility

Now 24 years old, the Northwest Council is one of 39 affiliates nationwide that together represent more than 17,000 MBEs and 3,500 corporations. "We've been around a long



Waste Water project showcases M/WBE expertise

It's comforting to know that King County's Waste Water Division maintains systems that — when the power goes out — allow us to, well, flush. Many of these emergency power generators at pumping stations were built during early METRO years and are now more than 30 years old. Parts are hard, sometimes impossible, to find, so when the generators break down during power outages caused by winter storms, there's no fast way to fix them. This is not a good situation either for residents or for the environment. Without power, untreated sewage can overflow into Puget Sound and pump stations can flood, damaging equipment.

Some of the facilities are “regulator” stations which raise or lower gates in the pipe system to divert flow from one station to another in case one goes off-line. The system doesn't work without electricity — the generators are critical.

The project

A major County project now underway involves evaluating 28 of these emergency power generators throughout the county and upgrading or replacing them where necessary.

Phase I of the project, design recommendation, is near completion. Contractors have viewed all of the sites and, with County Project Manager Joe Barnett, determined the scope of work required and established standardized replacement criteria.

The prime contractor for the project is Brown & Caldwell, a large engineering firm. The “pre I-200” contract also has involved a number of minority- and women-owned sub-contractors to satisfy DBE goals.

EnviroMech

EnviroMech, owned by Terrill Chang, is one of the key subs. Because of his professional reputation and the quality of previous work for the County, Chang was given lead responsibility for seven of the pumping stations. The work involves replacing the old generators with



Terrill Chang epitomizes the new “virtual office” manager, as he works from a fully equipped office in his home.

newer ones, in very small spaces that do not easily meet electrical and fire codes that have changed substantially over the years. The project was more complex than originally envisioned, and in some cases, Chang recommended placing the new generators outdoors.

Terrill Chang has been a Northwest consulting engineer since 1974,

starting out with large engineering firms. An enticing job opportunity lured him to Michigan in the early 90s, but the project fell through, so he returned to the Northwest within a year. Changes at his former company motivated him to open his own business in 1992. Chang's first contract with King County was during one of Seattle's rare droughts. It involved designing a system to disinfect treated wastewater from the Renton plant to render it safe for re-use in irrigation or street cleaning. The sand filtration/ultraviolet disinfection system was just the ticket, but then it started to rain. This is Seattle, after all. The drought ended and the plant was disassembled and eventually moved to the West Point Treatment Plant where it's still used.

“Ninety percent of my work is for city, county, or state governmental agencies,” Chang says. Business is good, but he is concerned about future impacts of I-200 and I-695. “My sense is that it's harder to get on a team since I-200 passed,” Chang notes. “The big firms have staff or can sub-contract with large firms that can handle several aspects of a project that pre I-200 would have gone to a number of smaller M/WBE firms. Across the board budget cuts caused by I-695,

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C3MG also subs

Another M/WBE hired by Brown & Caldwell as a sub on the generator project was C3MG, a construction management company that specializes in cost estimating & scheduling, and a long-time County contractor. Company President Denise Purdue says she learns about contracting opportunities primarily by reading the *Daily Journal of Commerce*. “We first determine that the contract is appropriate for us to pursue, then we call the primes that we think will be chasing the job and ask if they'll consider including us on the team,” Purdue says. “We've been in business 16 years,” she says. “We have relationships with so many prime contractors — and with King County, both as a prime and a sub. That helps.”

Denise Purdue was a cost engineer for a manufacturing firm before founding C3MG (the “MG” stands for “Management Group.” The C3? Purdue laughs: “It keeps us near the front of the “C” listings in the phone book.”) The firm has 17 people and offices in Kirkland and Portland.

Purdue claims her business hasn't seen a substantial negative impact from I-200 — yet.

Success story: Lugo Construction

Recently named one of the top 25 MBEs in Washington by *Washington Business* magazine, Adrian Lugo has built Lugo Construction to a \$35+ million a year business employing more than 100 people.

Lugo Construction builds buildings. What sets it apart? Lugo specializes in "design build" and "fast track." While most builders bid out jobs at the lowest price, Lugo focuses on speed and efficiency. Every month a job comes in early is a month the owner can bring in lease revenue, which is an added benefit. Even though it is a negotiated process, it is just as competitive as bidding. "It's expensive every day that a building's NOT finished," Lugo says. "Time is valuable."

The "design-build" process allows for "fast track." At the outset of each project, Lugo forms a team, bringing in subs early to work with architects to ensure that the job can be built within budget and timeframe. "Fast track entails more planning, not necessarily more workers," Lugo says. "There are no delays once the job starts. Colors are selected up front, materials are ordered ahead of time. We meet once a week and work

out the details to keep us on track." Lugo's process doesn't compromise aesthetics or quality, and in fact enhances them: Because subs send their best people to the jobs that go the fastest, the work is consistently top quality.

Lugo's contracts average \$10-11 million, with a few in the \$3-5 million range. The company does a lot of tenant improvements and an occasional luxury home. "Most homes take 18 months or more to complete. We build them in half that time," he says.

Lugo Construction is considered one of the most innovative companies in the Northwest. A recent contract involved changing all the signs from "Seafirst Bank" to "Bank of America," a monumental task that appeared to happen overnight. Lugo's magic lies in part in state-of-the-art technology, where the company ranks in the top 10% of construction firms.

The road to success

Success hasn't always come easy for Adrian Lugo. "I almost went out of business three times. Actually, I lost my shirt three times! But I paid my bills and started over," he says.

Early in Lugo's construction career, a Norwegian immigrant builder, Al Sether, took an interest in him. "He challenged me," Lugo said. "And every time I performed to a new level. So I asked him to take me on as an understudy. Lugo's Norwegian mentor helped him with bank loans, interviews and advice and Lugo repaid him with hard work and high quality. His mentor encouraged him to enter the Small Business Administration's 8a program. "I took every class at least three times," he says, "and it took me nine years to complete." But what he learned paid off in spades.

While involved in the SBA's 8a program, Lugo met Jim Takisaki who not only became a valuable business associate, but also a close friend. "Jim's the one who insisted that I mentor others," Lugo says.

The barriers

Adrian Lugo was born to Hispanic and Native American parents; his grandmother is Jewish. His mentors are Norwegian and Japanese. "People look at me and say, 'Who is that?'" Lugo laughs. "When I was growing up," he says, "I did not truly understand prejudice. When I encountered it, I didn't recognize it. My parents expected from me nothing but top performance. In fact, they demanded it. If I gave anything less, I suffered greatly!"

Lugo's early career was as a teacher in California. "I really wanted to help minority students, he says. But it didn't take him long to discover that he could make twice his salary by working construction during the summers. "My wife was making twice my income. The economics of construction started to look pretty good," he smiles.

Lugo discovered that doing construction in California was difficult. "There were unspoken barriers," he remembers. "My first loan application was denied two weeks after I submitted it, so I wrote a new cover letter and handed it to a white employee who went back to the same loan officer. Lugo got the loan in two days.

He sees less discrimination in Washington. "People here are more apt to view you simply as a performer

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Contractor Adrian Lugo visits a building site. Lugo emphasizes precision planning to keep projects on track.

time," Cooper says, "but we're still not very well known." That's about to change. Cooper is working closely with KING TV on an innovative advertising partnership.

KING came to the Council for help with its diversity initiative. What has emerged is a \$500,000 visibility campaign to market the Council in the community. Half of that amount will focus on the Council's mission and goals, and the other half will profile selected MBEs who are doing business with local corporations. Cooper's goal is to match those dollars with contributions from local and national corporate members. "We hope to build a pool of money that MBEs can apply for to create thirty-second television ads on prime time to promote their businesses." If successful, the pilot program could spread nationwide. "To date, Nordstrom has kicked in \$125,000 and Starbucks, Bon Marche, Eddie Bauer, US Bancorp, Microsoft, Boise Cascade Office Products, Washington Mutual, Bank of America and Nike have shown aggressive signs that they will be part of this campaign," Cooper says.

Inclusion

Council members currently include 150 minority businesses, 70 corporations and 17 public sector agencies from a five-state area that encompasses Washington, Alaska, Idaho, Oregon and Montana. Cooper isn't complacent. "We simply must do a better job of increasing the level of inclusiveness for all minority businesses," he says. "We're perceived as

an African American and, to a lesser degree, a Hispanic organization. We're reaching out to recruit Asian business owners and Native Americans, and have just added the Yakima Hispanic Farmers Association. The Northwest Minority Supplier Development Council must become a key player," he adds, "representing all organizations and corporations that wish to become more active in supplier diversity."

Accountability

Cooper can't hide his enthusiasm or his energy. "The Council is such a great opportunity to network, to match up small businesses with large corporations and public sector agencies. I am confident you will see more activity, more corporations and more public sector participation in the future."

There's no guarantee that members will land corporate contracts. But the Council gives MBEs visibility. "People want an opportunity to compete," Cooper says. The Council provides that opportunity.

The Council facilitates a two-way dialogue between corporations, public sector agencies and vendors. "If an MBE isn't the winning bidder, tell us why," Cooper says. "What are the barriers? What do you need? How can we provide it? We are looking for viable, meaningful dialogue, not just the standard, 'it was not the lowest responsive bid' stuff!"

"We cannot help our MBEs grow if we cannot identify the real barriers that prevent them from competing

on a level playing field. There is also institutional racism that we all have to deal with," Cooper says.

MBE membership in the Council involves a certification fee of \$125, or \$75 if the business is a member of another regional council. The Council offers management and technical assistance, and provides help in obtaining capital through conventional and loan guarantee programs. The Council also provides direction and assistance to corporations in developing and expanding their diversity supplier programs.

Cooper has plans for the council library to be involved in receiving project plans and specifications from many sources, including federal, state and local agencies, and will offer assistance with RFPs, construction bids and subcontracting opportunities in the future.

"The Glove Lady," Irene Reyes, a major supplier of gloves to local businesses, says of Louis Cooper: "He's not a gatekeeper. He opens doors. Louis introduced me to professionals in the industry and helped me get to the door — and through the door."

Cooper plans to actively recruit volunteers to help out with the day-to-day operations of the Council. "We've never had a volunteer base, and that's important," he says. "We'll also begin in 2000 to recruit business school interns through the UW Business School."

Big plans. Huge potential. And a man who's committed to making it happen.

For more information on the Council; Contact Louis at 206-441-9558.

Wastewater

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even if they seem relatively small, can have a huge impact on subcontracting."

Chang also believes some of the dollars "saved" now on maintenance projects will ultimately result in more costly replacements later.

Yet EnviroMech's business philosophy reflects Chang's positive attitude about competition, service and value: EnviroMech is committed to demonstrating that a very small company can be at least as responsive and technically competent as a larger firm having greater resources. "Personal attention to each client's needs is how that is accom-

plished," says Chang.

While his knowledge of fuel storage tanks and mechanical engineering experience were his means of "getting a foot in the door" on this contract, Chang regularly reads the *Daily Journal of Commerce* and keeps in close contact with friends in engineering and contracting businesses.

Chang works out of his home in the new City of Sammamish. The commute and casual dress code suit him just fine; he sees himself as one of the new wave of "virtual office" workers who utilize technology to keep overhead low and productivity high.

Terrill Chang encourages other entrepreneurs to take the leap.

"More and more professional equipment, furniture and machines are designed for small offices, and computer technology is making it easier to do business from a remote site. While the 'entry threshold' is lower, there's a lot more competition, but I think that's good for the marketplace in general."

Chang will continue to be involved in Phase II, detail design, to determine how to modify the generator buildings and what size and type of generators to buy and install. The project is expected to be complete in the next 18 months.

M/WBEs support Ballfield Initiative

When 20 acres of land in Federal Way were reclaimed three years ago, it wasn't an endangered species that was displaced, it was the Steel Lake Little League. Parents and community advocates appealed to King County Council member Pete von Reichbauer, who championed their efforts and took a leadership role in requesting and obtaining funds to build Federal Way's young softball players a new field complex.

The project, now nearing completion, is part of King County Executive Ron Sims' *101 Ballfields Initiative* and boasts significant M/WBE participation. Project architects were Susan Black & Associates, a Seattle landscape architecture firm. "We began with the site master plan," says partner Bob Harding. "It required a lot of grading and, of course, good drainage."

Harding and his partners planned the site to preserve five acres of wooded area adjacent to the wetlands. "Each of the five fields has a separate orientation and character," Harding says. An unexpected plus was the creation of a playfield area for the siblings and families of the field users.

Harding says the firm was involved throughout construction and visited the site frequently to monitor the work and watch the project come together. "In a perfect world, the architects and the builders work closely as a team," Harding says. "This project was pretty close to perfect in that sense."

Low bidder on both construction phases of the ballfields project was Fuji Industries, a construction firm that specializes in playfields, parks and roads. Fuji worked closely with the architects throughout the project subbing out the electrical, concrete and asphalt work. Besides the fields and play area, the project included a 280-stall parking lot, restrooms, picnic shelter, sport court, bleachers and a maintenance storage area.

Throughout the planning and construction stages, "Councilmember von Reichbauer led the charge," says DCFM Project manager Timm Gustine. "He worked closely with the community and the neighbors to work out concerns over traffic, access, noise



Kids, parents and King County VIPs celebrate the new Steel Lake Little League ballfield complex with the contractors and subs who worked on the project. Top right: A new ballfield at a peaceful moment.

and parking."

Rich Osaka, co-owner of Fuji Industries, said the high point of the project was its community dedication last June, at the end of the softball season. County Executive Ron Sims and Council Member von Reichbauer joined a large gathering of community members for the event. "We turned the field over to the kids just in time for them to play their championship game, and that was special," Osaka said.

The architects

Susan Black & Associates was established five years ago by four colleagues who were working for large architectural firms. Their careers had advanced to where much of their responsibility was managing the business- and people-side of their firms — and they all missed the hands-on work. Today, the firm has grown to eight architects who frequently bid on regional public landscape projects. Partner Bob Harding says one of the big advantages of working in a small firm is the project control. "You can move quickly, as fast as the pace of your decision making. We can be more flexible and responsive."

The construction firm

Fuji Industries was founded by Dick Osaka just after World War II. "Dad was the proverbial Japanese gardener who did landscaping," Rich Osaka says. Fifteen years later, after the senior Osaka suffered a heart attack, his sons Rich and Doug took it over. Neither brother had planned on continuing the family business when they attended the University of Washington, Rich majoring in engineering and Doug in accounting, but they discovered their respective skills were a good match for operating the business. Over the years, the brothers have "grown" Fuji Industries.

Focused originally on park construction and freeway landscaping, once they branched into ballfield construction that required bulldozers, graders and dump trucks, they were able to diversify into road building. Several of their projects have won major awards, including a 1997 Civil Engineering Award from the Seattle Section of American Civil Engineers for WaterWorks Garden at the Renton Treatment Facility.

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What is “BOOST”?

by Sandy Hanks

“Boost” is a new incentive program aimed at promoting the use of local, small, economically disadvantaged businesses as contractors and subcontractors on County projects, and is the product of several months of concentrated work by King County and its regional partners. “Boost” incorporates new strategies intended to promote equity. Contingency resources have been identified for the “Boost” program. For more information watch for upcoming announcements of its review at the Management, Labor and Customer Service Committee meeting of the King County Council.

Incentives and goals

On any given contract, “Boost” incentives will work in one of the following three ways:

1. “Boost” Discount: A percentage discount would be established for a contract. The discount would be applied during bid evaluation to those dollars to be performed by “Boost”

firms. The responsive responsible bidder, whose discounted bid is the lowest, would receive the contract award.

2. “Boost” Incentive: King County would announce a “Boost” incentive for the contract. The contract award would be made to the lowest, responsive responsible bidder, based on actual bid amounts. At contract closure, and subject to signed affidavits of amounts paid, the County would make an incentive payment to the prime contractor, in an amount equal to the percentage of actual dollars earned by “Boost” firms.

3. “Boost” Goals: “Boost” utilization goals would be established for a contract, based on an availability analysis of the scope of work that can be performed by “Boost” firms. All responsive bidders must meet the goal at time of bid.

The regional partners

King County and its regional partners are working on administra-

tive guidelines for “Boost”. Each partner is working to establish administrative rules and program procedures.

■ **King County:** An ordinance has been transmitted to the Metropolitan King County Council and is pending introduction.

■ **City of Seattle:** The Seattle City Council has adopted an Ordinance authorizing implementation of the “Boost” program.

■ **Port of Seattle:** A resolution is under development.

Ethnic Chambers of Commerce, groups of small businesses, and organizations serving new and established small businesses may request a brief presentation on the “Boost” program. Call King County’s Business Development and Contract Compliance Division at (206) 684-1330.

Ballfields Continued from Page 5

Osaka says their father clearly experienced prejudice after World War II, but it has made the sons stronger for the experience. In today’s arena as a prime contractor, he says, “it’s hard to identify with those barriers.”

Osaka’s advice to other M/WBEs is that “Lots of people know how to build things, and that’s enough to allow you to start a business. But

your skills don’t make you a good business person. The big hurdle is knowing how to run the business.” For example, he says, “Just because you’re low bidder doesn’t mean your margins are lower. It all boils down to sound business practices. Quality work and good management make the difference.”

What does the future impact of I-695 hold for Fuji? “A lot,” Osaka

says. “I-695 will hurt M/WBEs and all contractors. The tax base affects roadways, parks and beautification projects. That’s what we do. There’s no question what will get higher priority between a new park or a feeding program for the homeless. That’s how it should be,” he says. “But it makes it a lot harder to participate in public projects.”

Lugo Continued from Page 3

or a non-performer. He feels Washington is the most accepting state he’s lived in — and the list includes Alabama, Florida, Texas, California and Illinois.

Today, Lugo mentors several minority firms. “I tell them one of the most important things they can do is take a Dale Carnegie Class,” he says. “There aren’t that many people who are really prejudiced; people simply like to do business with people who look like them. Those visual barriers are a real challenge for a minority or a woman. Overcoming them often involve the way you

dress and talk and once you’re in, you have to perform beyond expectations.”

The advice

“If my clients are satisfied, I’ll do well and stay in business. My number one clients are my employees, number two are my subs, and number three are building owners that I’ve contracted with.”

As both a sub and a prime, Adrian Lugo understands the needs of both. “I insist on paying my subs within five days of when I get paid,” he says. He once took out a line of credit to pay subs when a client couldn’t pay

on time.

When Lugo started out, there were a lot of MBEs in construction. Only a few have survived and thrived. What’s his secret? “Always make the customer feel you gave them too much, he offers. “Do your best and do the highest quality work, even if it costs you more than you planned. Build your reputation on customer satisfaction and quality. You won’t make the most money in the beginning, but you’ll survive when other firms won’t.” This philosophy has served Lugo Construction well: 80 percent of Adrian Lugo’s contracts are referral.



Contractor David Ameh came to InfoTrek for networking and to find out about upcoming projects. Although certified as an MBE and DBE, he has yet to participate in any County projects. Most of his work in the nine years he's run a contracting business has been renovations and remodels on relatively small projects. "Business is good right now," Ameh said, "but I like the professionalism that comes with larger contracts. There's more structure, more focus, and an opportunity to work with the client every step of the way." Here with Phyllis Alleyne and Mary Rainey, he discusses opportunities for public work.

INFOTREK opens doors to doing business with King County

INFOTREK, a half-day workshop for M/WBEs held on November 9, provided a wealth of information to local small businesses who are currently contracting with — or would like to be contracting with — King County. Speakers focused on the nuts and bolts of doing business with the County and on specific ways to find support for running a successful business.

"The feedback from INFOTREK was very positive," said Rita Lee, the event coordinator. "We'll definitely offer future workshops for M/WBEs."

Briefly, some highlights and tips:

Connie Zimmerman of DCFM suggested that potential contractors pay close attention to contracting opportunities posted on the County's Job Roster, in newspaper ads in the *Seattle Times* and *Daily Journal of Commerce* and on the County's website (www.metrokc.gov). Contracts are also published quarterly in *The Focus* newsletter (beginning on page 17).

Steve Kohn of King County's Department of Transportation, Roads Services Division, previewed a number of upcoming road contracts, all of which have federal funding or the potential for it, and therefore have stated DBE goals. He warned that the full implications of the

passage of I-695 were still unknown. "We just don't know what capital projects will survive the substantial budget cuts," Kohn said. The key word here is "Challenges!"

Bob Isler of METRO echoed Kohn's concerns over I-695. "METRO's capital program is hugely affected." At this point, he said, METRO's emphasis will be on maintaining existing facilities and modifying Park & Rides to make the bus system more efficient.

Bill Nitz of King County's Waste Water Division reported that his department's capital projects probably will not be reduced due to I-695, but that future increases in sewer rates may have to go to a vote.

Freddie Johnson from the County's Procurement Office commanded the audience's attention when he opened with, "What's the best way to market to King County?" He pointed out that many County departments can contract directly for goods and services valued at \$2,500 or less. He encouraged potential contractors to become familiar with the Small Works Roster, and use a variety of marketing tools to introduce products and services. Most important, he said, was to indicate an interest and willingness to work with King County. "Flyers, e-mails, telephone calls and personal visits to the office

you want to do business with — all those approaches help."

Kendall Moore explained that the County's Professional and Construction Contract Services Division maintains two rosters: one for construction and one for architects and engineers.

Steve Kohn offered tips on how to prepare a proposal. He noted that the County's Capital Improvement Project (CIP) budget is approved Thanksgiving week every year; by the first of the year, the CIP is published and available from King County for review. Each major contract has a pre-submittal meeting where interested contractors can pick up advice on how to put their proposals together. "These often turn into 'networking sessions,'" Kohn said. "They're a great way for firms to find one another and form teams. In many cases, teams are formed far in advance of contract announcements."

Preparing proposals is competitive business. "The winners usually know their competition," Kohn offered. "Remember, all proposals are public. You can review past proposals and get ideas. You can see what the winners are doing."

One major reason firms don't

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County's Capital Improvement Budget offers contracting opportunities



King County Executive Ron Sims proposed \$2.46 billion in capital improvements for 2000-2005.

We provide the following summary of *new* capital projects — those expected to begin in 2000 — to assist in your planning. Many projects already underway also will have contracting opportunities during the new year. Where we could not distinguish new opportunities from ongoing work, we did not list the project. Dollar amounts are estimates.

To anticipate both new and continuing capital projects as the year unfolds, see the list of upcoming contracts in *the Focus* which comes out at the beginning of each quarter. Check on contracts currently open for bid or proposal on the County's home page or telephone hotlines, or in the *Seattle Daily Journal of Commerce* or *Seattle Times*. (See page 16 for phone and web page information.)

CULTURE & RECREATION

Plant 200,000 trees in park and open spaces along the I-90 corridor. A joint project with the Mountains to Sound Greenway and State DNR. *CIP 316203. \$50,000.

Make ADA upgrades at various County parks. *CIP 349204. \$80,000.

Provide a new play area at Arbor Lake Park. *CIP 349207. \$94,262.

Develop athletic fields at a number of locations countywide as discussed in the Executive Ballfield Initiative. *CIP 316280. \$6,248,257.

Assess existing County-owned lands that might be used for ballfields; analyze needs and opportunities to develop ballfields. *CIP 316216. \$50,000.

Analyze trees and bank stabilization on the Burke Gilman Trail between NE 145th and NE 155th. *CIP 316207. \$31,386.

Develop facilities to support recreational vehicle use at the King County Fairgrounds in Enumclaw. *CIP 316905. \$100,000.

Make biological assessments on existing major park development and rehab projects countywide. *CIP 316209. \$210,000.

Study potential links between Fall City and the Preston Snoqualmie Trail. *CIP 316206. \$25,000.

Replace the roof at the Federal Way Pool. *CIP 349971. \$153,007.

Design improvements to Lakewood Park play area, sport court, parking and water quality. *CIP 316210. \$299,924.

Structural stabilization and safety improvements at Luther Burbank Park. *CIP 349205. \$442,910.

Design the replacement for the Fort Dent maintenance shop. *CIP 316211. \$115,936.

Rehab or replace playfields at Maplewood, Beaver Lake and Northeast Sammamish Parks. *CIP 349234. \$243,798.

Replace gas chlorine systems at the Tahoma, South Central, Si View, Renton, Mercer Island, Kent and Auburn Pools. *CIP 349201. \$81,445.

Develop master plan to outline management and stewardship strategies for County owned park and open space properties in the Preston area. *CIP 316204. \$231,123.

Replace Renton Pool roof. *CIP 349202. \$310,098.

Design and develop a covered outdoor basketball court in Skykomish. *CIP 316219. \$302,278.

GENERAL GOVERNMENT

Remodel Eastside Animal Shelter vet clinic into a pet adoption center; bring restroom, parking areas and walkways into ADA and current code compliance. *CIP 395073. \$70,000.

Purchase and remodel Eastside Pet Adoption Center. *CIP 395079. \$400,000.

Replace personal computers in Office of the Assessor. *CIP 344491. \$70,936.

Replace personal computers in Office of the Assessor. *CIP 334691. \$40,894.

Replace personal computers in Office of the Assessor. *CIP 343819. \$58,790.

Replace King County Courthouse elevator with higher load capacity that meets ADA requirements. *CIP 395062. \$41,000.

Remodel DCFM 2nd floor office space in King County Administration Building; upgrade LAN system. *CIP 395820. \$204,000.

Replace worn operators for specific King County Courthouse elevators; work on Courthouse, Parking Garage and Correctional Facility elevators to meet state codes. *CIP 395648. \$340,000.

Develop Internet applications to improve dissemination of County information to residents. *CIP 334692. \$14,000.

Capital Improvement Projects Budget

Design seismic retrofit for King County Garage; plan relocation of County vehicles during construction. *CIP 395066. \$270,000.

Construct separating wall between mailroom and License Department in King County Administration Bldg. *CIP 395063. \$60,000.

Perform scheduled facility maintenance as specified by the Major Maintenance reserve Fund infrastructure life-cycle model. *CIP 341201. \$2,810,012.

Replace obsolete personal computers countywide. *CIP 395084. \$1,000,000.

Remove existing microbial contamination at Yesler Building and repair associated unsound structural elements. *CIP 395067. \$476,000.

Tenant improvements at Yesler Building. *CIP 395080. \$2,000,000.

LAW, SAFETY & JUSTICE PROGRAM

Divide recreation area on 11th floor of King County Correctional Facility into three separate areas. *CIP 395058. Est. \$186,000.

Lease-to-purchase Barclay-Dean Building with tenant improvements for Sheriff's Office evidence storage and AFIS lab. *CIP 395083. \$2,600,000.

Install larger emergency generator at Burien Police Precinct to allow police operations during power outages. Replace hot water heater at SW Police Precinct. *CIP 395068. \$125,500.

Remove carpeting in all juvenile detention halls and replace with a rubber padded floor covering that will be more sanitary and easier to maintain. *CIP 395070. \$231,000.

Acoustically separate courtrooms 1 through 6 from the lobby of the Department of Youth Services and refurbish courtrooms 2 through 4. *CIP 395071. \$160,000.

Integrate information systems in Law, Safety & Justice Departments to support and facilitate exchanging and sharing of information among agencies for entire workflow process; analyze department business needs and integration models; analyze alternative technologies and costs. *CIP 334693. \$756,675.

Integrate information systems in Law, Safety & Justice Departments to support and facilitate exchanging and sharing of information among agencies for entire workflow process; analyze department business needs and integration models; analyze alternative technologies and costs. *CIP 343493. \$493,325.

Expand detention capacity at the Regional Justice Center in Kent. *CIP 346117. \$210,211.

Remodel Administration Building to accommodate Prosecuting Attorney's Office. *CIP 395061. \$1,600,000.

Manage inmate population at King County Correctional Facility and the Regional Justice Center during implementation of Security Electronics Project. *CIP 346116. \$38,602.

Replace inadequate property storage carousel with new and expanded system to accommodate larger inmate population. *CIP 395081. \$154,000.

Construct two jury rooms in Seattle Division of King County District Court. *CIP 395721. \$79,000.

Renovate SW corner of King County Courthouse where Sheriff's Office headquarters are located. *CIP 395078. \$235,000.

Upgrade HVAC in Superior Court, 12th floor Courthouse, to improve air quality and circulation. *CIP 395065. \$11,000.

MENTAL & PHYSICAL HEALTH PROGRAM

Replace poor quality wiring throughout Cedar Hills campus buildings; replace flooring throughout campus over a 3-year period; repair and upgrade to bring facility into complete fire code compliance. *CIP 395807. \$254,000.

Assess the current condition of all Cedar Hills facilities, planned improvements and programmed maintenance. *CIP 395069. \$60,000.

Add a kidney dialysis port to each patient bedroom on Harborview's Fourth Floor, East Wing. *CIP 678406. \$82,000.

Renovate approximately 1,300 square feet on Harborview's Seventh Floor, East Clinic Wing, into administrative and faculty offices with support staff. Provide space for relocated Employee Health Services clinical program. *CIP 678403. \$100,000.

Renovate Harborview's Operating Room #10 and adjacent operating suite support space; enlarge operating room to provide space for installation of a fluoroscopic C arm radiology imaging system. *CIP 678402. \$25,000.

Replace an X-ray machine in the King County Correctional Facility. *CIP 395082. \$215,000.

Replace hot water heater at North District Multi-Service Center. *CIP 395075. \$9,500.

Renovate an equipment storage room in Harborview's Basement Floor Level, West Hospital Wing, to create a new fully equipped surgical operatory. *CIP 678401. \$75,000.

Capital Improvement Projects Budget

Replace approximately 3,000 square feet of roofing at Harborview's Pioneer Square Clinic Building. *CIP 678404. \$130,000.

Replace existing heat system with more efficient DDC ceiling heaters at Federal Way Public Health facility. *CIP 395834. \$32,500.

Upgrade Eastgate Public Health facility's heating system. *CIP 395074. \$32,500.

Renovate Third Floor of Harborview's Mental Health Services Building to develop a new 6-8 bed American Sleep Disorder Association accredited sleep laboratory. *CIP 678405. \$80,000.

PHYSICAL ENVIRONMENT & RESOURCE MANAGEMENT

SOLID WASTE

Evaluate surface water quality management facilities at Cedar Hills Landfill; prepare a site-wide Endangered Species Act Inventory and Biological Assessment, Pre-design and Design of modifications to the existing facilities or of new facilities, construction and construction management. Design and construct conveyance facilities to divert potentially contaminated water from South Stormwater Lagoon. *CIP 013333. \$558,000.

Design, obtain permits and build a permanent moderate risk waste facility at the Vashon Transfer/Recycling Station. *CIP 013019. \$351,000

SURFACE WATER MANAGEMENT

Stabilize Atwood bank; enhance habitat. *CIP 0A1445. \$60,000.

Dredge or make upstream improvements to Coal Creek. *CIP 0C1395. \$200,000.

Replace undersized culvert to eliminate fish blockage and road flooding on Green River Road at SE 308th. *CIP 0A1475. \$50,000.

Improve and repair drainage systems (pipes & ditches) located off road rights-of-way. *CIP 0A1796. \$95,000.

Make drainage and habitat improvements along natural stream systems to resolve flooding, erosion or sedimentation problems; improve water quality; restore ecological and habitat protection. *CIP 0A1799. \$75,000.

Implement a variety of small habitat restoration programs, including planting and fencing, to prevent loss and modification of streamside and wetland vegetation and fish habitat. *CIP 0A1798. \$30,000.

Tightline steep ravine at Holmes Point Drive at NE 138th., including plantings, spot bank stabilization. *CIP 0Y1005. \$150,000.

Design improvements to reduce flooding in Lakewood Park. *CIP 0B1625. \$65,000.

Install baffles in existing large box culvert to force deposition of sediment from Tributary 0162 to prevent its entry into Lewis Creek. *CIP 0A1025. \$50,000.

Enhance Lower Peterson Creek habitat: Implement Large Woody Debris (LWD) program, restore spawning area from mouth to river-mile 0.6. *CIP 0F1135. \$50,000.

Repair and restore flood-damaged portions of existing Meadowbrook revetment system along the left bank of the Snoqualmie River between river-miles 41.4 and 42.0. *CIP 047099. \$800,000.

Make flood-proofing and channel improvements identified in Mill Creed Flood Management Plan. *CIP 0A1676. \$100,000.

Restore man-made channel on Mullen Slough. *CIP 0E1675. \$15,000.

Cut back steep sides of ravine on Olson Canyon to protect threatened homes. *CIP 0E1505. \$80,000.

Replace deteriorating, undersized culvert that threatens highway and blocks fish passage upstream in Rock Creek at Summit-Landsburg. *CIP 0H1135. \$150,000.

Replace old, undersized pipe on Green River. *CIP 0B1595. \$150,000.

Final stage "fix" of ongoing problems along Rutherford Culvert. *CIP 00F945. \$70,000.

Enhance Tributary 0321 in Newcastle with fence, large woody debris and plantings downstream (river-miles 0.0-0.2). *CIP 0G1135. \$30,000.

Westhill Project 8: Upgrade undersized culvert under 72nd Ave. S. in Skyway Park that frequently floods the road and park. *CIP 2A1246. \$25,000.

Upgrade undersized pipe at 64th Ave. S. and S. Langston. *CIP 2E1406. \$20,000.

Westhill Project 12: Clean up stream along road; remove refrigerators, car batteries, motor-oil-contaminated soil, abandoned cars along Beacon Coal Mine Road. *CIP 2B1406. \$30,000.

Westhill Project 11: Enlarge undersized sediment pond and assume maintenance for Beacon Coal Mine Road SE. *CIP 2A1406. \$55,000.

Westhill Project 13: Slipline and anchor very steep 36" concrete pipe to prevent catastrophic failure along Martin Luther King to Beacon Coal Mine Road. *CIP 2C1406. \$25,000.

Westhill Project 20: Hillside stabilization; tightline and energy dissipater. *CIP 2C1246. \$20,000